**SIAST**
SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

# *Saskatchewan Urban Training Needs Assessment Report 2002*

***Prepared by:***
***SIAST Planning, Research and Development Division***
***Program Planning and Development Department***

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# Saskatchewan Institute of Applied Science and Technology

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Reproduction of this report or parts thereof is permitted provided appropriate acknowledgments are given.

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# 1.0 Introduction

## 1.1 Background

As part of the annual planning process, SIAST conducts a number of formal and informal consultations with various SIAST stakeholders (employers, industry organizations, community representatives, and various SIAST departments). The purpose of the process is to identify and research future program training needs in the province. In addition to consultations, various publications that report labour market information and general trends and statistics are also examined. Following the research, the SUTNA Report 2002 is produced.

## 1.2 Objective of the report

The main purposes of the SUTNA 2002 report are to gather information identifying training needs specific to each of the four SIAST campus cities (Saskatoon, Regina, Moose Jaw and Prince Albert), and to gather information relevant to province-wide training needs. The identified training needs assist SIAST in determining future development of new programs.

One objective in undertaking the needs assessment consultation process is to work with organizations such as Canada-Saskatchewan Career and Employment Services (CSCES), SIIT, DTI agencies, and other training providers in order to share common data and coordinate the information gathering process. This process facilitates integrated planning and avoids duplication of services.

The data from the SUTNA report forms the basis of a SIAST provincial training plan, and is used for business planning at SIAST.

## 1.3 Methodology

The SUTNA 2002 report is divided into four sections, which are outlined in chapters two to five of the report.

Where we obtained the information:
Section two - 2.0, involves the reporting of data gleaned from a variety of sources. The sources are referenced throughout the SUTNA 2002 report and in the list of references at the end of the report. This section of the report provides relevant demographic trends, labour market information, economic activities and future trends, and includes both an international and national perspective.

The data in Section 2 is not as detailed as found in reports from previous years. The reason for this is that Sask Learning (formerly Post-Secondary Education and Skills Training) compiled information to produce the "Economic Overview," which contains the demographic, more documented detailed information.

Sections three - 3.0, reports the primary research obtained from the stakeholder consultations that were held in each campus city. The list of invited stakeholders and participants to the consultations is included as Appendix A.

Section four - 4.0, records the summaries of the sector partnership studies that have been completed within the past year, as well as specific needs assessment reports completed at SIAST. The purpose of this section is to summarize identified training needs, assessments, and reports that might be relevant to SIAST.

# 2.0 Planning context

## 2.1 Overview

Saskatchewan's labour force reflects the changes in required skill levels evident in the Canadian workforce. Technical and organizational changes are contributing to upskilling and an increased demand for technical and general employability skills. SIAST can look forward to a challenging and competitive post-secondary environment, which links accountability to outcomes. SIAST's success will be determined by: the excellence of its programs; its flexibility in training delivery; its innovative use of technology to increase responsiveness and accessibility at provincial, national and international levels; the delivery of instruction in a multi-modal fashion; and its ability to develop partnerships and linkages.

## 2.2 *[1]Environmental scan

### 2.2.1 2001 Census - Saskatchewan at a glance

- Between 1996 and 2001 the population of Saskatchewan decreased by 1.1% to 978,933, down from 990,237 in 1996. Canada grew by 4.0% during this same period.
- In 2001 Saskatchewan represented 3.3% of Canada's total population, down from 3.4% in 1996. In 1901, Saskatchewan's 91,279 people represented 1.7% of the total population of Canada.
- Saskatchewan's population decline of 1.1% is down from the increase of 0.1% recorded in the 1996 census, but less than the 2.0% population decrease recorded between 1986 and 1991.
- 64.3% of Saskatchewan's population lives in urban areas with populations of 10,000 people or more, compared to 79.4% nationally. This is up 1% from the 63.3% of the population that lived in urban centers in Saskatchewan in 1996.
- While the percentage of Saskatchewan people living in cities has increased, the overall population has decreased by 0.3% to 528,134.
- Only two of the province's cities recorded a population increase between 1996 and 2001 - Saskatoon, which increased by 1.6% to 196,811, and Humboldt, which increased by 1.7% to 5,161. The border city of Lloydminster, which straddles the provincial boundaries of Saskatchewan and Alberta, recorded growth of 2.7% on the Saskatchewan side - and an increase of 16.2% in the larger portion of the city located in the province of Alberta. The populations of all other cities in Saskatchewan declined between 1996 and 2001.

[1] The information and statistics used in 2.2 (Environmental Scan) are taken from 2001 Census Stats Canada

### 2.2.2 Demographic challenges

| City (CSD)* | 2001 Population | 1996 Population | % Change |
|---|---|---|---|
| Saskatoon | 196811 | 193653 | 1.6 |
| Regina | 178225 | 180404 | -1.2 |
| Prince Albert | 34291 | 34777 | -1.4 |
| Moose Jaw | 32131 | 32973 | -2.6 |
| Yorkton | 15107 | 15154 | -0.3 |
| Swift Currrent | 14821 | 14890 | -0.5 |
| North Battleford | 13692 | 14051 | -2.6 |
| Estevan | 10242 | 10752 | -4.7 |
| Weyburn | 9534 | 9723 | -1.9 |
| Lloydminster (Part) | 7840 | 7636 | 2.7 |
| Melfort | 5559 | 5759 | -3.5 |
| Humboldt | 5161 | 5074 | 1.7 |
| Melville | 4453 | 4646 | -4.2 |
| Flin Flon (Part) | 267 | 289 | -7.7 |
| *City total* | *528134* | *529781* | *-0.3* |

- Source - http://www.statcan.ca/

* Note that the figures in the table are Saskatchewan cities - **1996 and 2001 Population** are the provincial cities as census subdivisions, a general term for municipalities established by provincial law, rather than as census metropolitan areas, which include the adjacent urban and rural areas that have a high degree of social and economic integration with the large urban area.

- In Saskatchewan's census metropolitan areas, the population in the core municipality is growing more slowly than in the areas around it, forming a "donut." This phenomenon is particularly prominent in the CMAs of Saskatoon and Regina. The population of the core municipality of the CMA of Saskatoon increased 1.6% between 1996 and 2001, while the other municipalities around this core increased 14.6%. Similarly, the population of the core municipality of the CMA of Regina declined 1.2%, while the municipalities surrounding it grew by 10%.
- 19% of Saskatchewan's people lived in a rural municipality in 2001 - 187,825, which is 4.9% fewer than lived in RMs in 1996.
- 15.6% of Saskatchewan's population lived in towns[2] in 2001. The population of the province's towns declined 1.3% between 1996 and 2001.
- 4.4% of Saskatchewan's population was enumerated on an Indian reserve in 2001 - an increase of 10.5% over the previous census.
- School-age population is decreasing (total decline of 20,000 from 1980 to 2000).
- 20% of school-age population is Aboriginal.
- Aboriginal population is increasing, and mitigates the downward trend of K-12 student population, but does not replace it.

[2] According to the Saskatchewan Urban Municipalities Act (1984), any existing village with a population of 500 or more can be incorporated as a town upon request.

- Saskatchewan has very low levels of immigration (1,871 new immigrants in 2000).
- Saskatchewan has one of the highest dependency ratios (percent of school age and those over 65 compared to those in the workforce).
- Saskatchewan reports one of the oldest populations in Canada.
- Compared to the Western provinces, Saskatchewan is still maintaining a large proportion of its population in the rural areas (38% of the population is in rural areas, compared to 30% in Manitoba and 20% in Alberta). This means that the demand for programs to be offered in rural and northern areas of the province will continue to remain strong.

### 2.2.3 Labour force challenges

- Rate has remained relatively stable over the years with very little international immigration. Economic growth is limited.
- With the agriculture sector shrinking, the economy is becoming more diversified, which will require a broader array of programs to meet the needs of the new economy.
- More programs, but the same number of people in the labour force to be potential students, will mean smaller class sizes per program.
- SIAST already has very low class sizes; class sizes are about half than those of colleges in the States, according to a small sample of colleges found through an Internet search by the SIAST institutional research office, which means that SIAST costs per student are generally higher.

### 2.2.4 Demand for post-secondary education

- Major demand for post-secondary education will be due to increased education level requirements (not because of more grade twelve graduates as the schoolage population is decreasing).
- According to Census Canada data, among the 20 - 24 year olds, only 14% are going to school in Saskatchewan. If SIAST enrollments are to increase, this group will need to be targeted for potential students.
- Furthermore, 77% of 15-19 year olds are attending an educational institution. This means that the demand for basic education will continue to remain strong until the retention problem is addressed at the K-12 level.
- Although many Saskatchewan residents do participate in training, much of this training is very short term and does not lead to a credential; therefore, we still have one of the lowest levels of residents that have completed a post-secondary (certificate, diploma or degree) education.
- In the year 2000, up to 60% of the workforce required some form of technical or trades related post-secondary education.
- The demand for management training is increasing; the demand for university-educated employees is staying flat.

### 2.2.5 Increased cost of education and rising student debt levels

Rising tuition fees are only a part of the cost of education. With students being older, and no longer living at home, the cost of living is by far the larger portion of the total cost of education. Attending school means that students are not able to work and have an income and they need to take on a debt load. Average debt load is just over $13,000 in 2002, for all post - secondary students. Therefore, students are eager to get back into the workforce as soon as possible in order to pay off debts. Providing flexible training, the options of making courses available off campus or in the evenings, so that students can be employed while finishing the program, may need to be increased.

## 2.3 Saskatchewan Learning strategic plan

The Saskatchewan Learning sector strategic plan has provided a central focus for the elaboration of the business plan. The overall thrust of the sector plan is the creation, through continuous learning, of opportunities for all Saskatchewan people to acquire the knowledge, skills, and abilities to benefit from and contribute to society and the economic prosperity of the province. Within the sectoral framework, Saskatchewan Learning provides leadership and support to the post-secondary education, training and employment services sector. With the merging of the K-12 and post-secondary systems following the March 2002 budget, a combined Saskatchewan Learning sector plan is being developed. The four main goals and the 13 objectives are listed in the following tables.

**Goal 1: The province has high-quality, post-secondary education, training and employment programs and services.**

| | Objective |
|---|---|
| 1.1 | Ensure an effective learning environment. |
| 1.2 | Ensure effective leadership, management and accountability. |
| 1.3 | Ensure public and stakeholder awareness of and confidence in the sector. |

**Goal 2: The sector meets the needs of individuals and communities.**

| | Objective |
|---|---|
| 2.1 | Support capacity to respond to existing and anticipated demand appropriate to the needs of individuals and the economy. |
| 2.2 | Increase the participation of underrepresented to enhance their employability and to contribute to a representative workforce. |
| 2.3 | Enhance access to post-secondary programs and services. |
| 2.4 | Increase the success of individuals in programs and services. |
| 2.5 | Increase the knowledge and skills of the Saskatchewan population. |

**Goal 3: The sector meets the needs of employers and industry, and contributes to economic growth.**

| | Objective |
|---|---|
| 3.1 | Contribute to the development and maintenance of a workforce responsive to the economy. |
| 3.2 | Increase employer and industry participation in planning and investment in education and training. |
| 3.3 | Support the mobility of learners and workers within and outside the province. |

**Goal 4: The sector contributes to the discovery, integration and application of knowledge.**

| | Objective |
|---|---|
| 4.1 | Recognize and promote the value of research and development. |
| 4.2 | Increase the transfer and commercialization of research and technology to support provincial priorities. |

## 3.0 Provincial training needs by sector

The following chart (3.2) provides a summary of the discussions at meetings with industry and association representatives held in March of 2002. The results are organized by sectors and topic areas. Employment projections, obtained from the Saskatchewan Economic Demand (SED) Forecast 2002 and training needs identified in the Sector Partnership Reports are also included in the chart.

### 3.1 Introduction

Stakeholder consultations were held in March 2002 at the four provincial SIAST campuses (Saskatoon, Regina, Prince Albert and Moose Jaw). Participants included representatives from business, industry, provincial professional associations, and other educational providers. In addition, a small number of written submissions were received from others who were unable to attend the meeting. The purpose of the stakeholder consultations was to gather information on training needs, employment trends, and emerging occupations and skill sets.

The format of the consultations was similar to the 2001 format. Following confirmation of attendance, participants were provided with a copy of both the section of last year's report that identified training needs, as well as an updated report on activities that resulted from the SUTNA 2001 report. Invitees were informed that discussions at the meetings would address new or revised training needs for each of the four SIAST campus cities as well as provincially. (Refer to Appendix B for a copy of the invitation letter.)

Not all invited stakeholders were able to attend the meetings or provide written input and, therefore, some industries lacked representation. As a result, the findings may not comprehensively identify the needs of all industries in the province.

### 3.2 Training needs consultation meetings

The following table provides demographic information for the consultations. Refer to Appendix A for the list of invitees to the consultation meetings.

| Location | Dates | # of Participants who Attended |
|---|---|---|
| Saskatoon | March 27, 2002 | 23 |
| Regina | March 21, 2002 | 33 |
| Moose Jaw | March 20, 2002 | 16 |
| Prince Albert | March 26, 2002 | 11 |

## 3.3 Summary of the findings

The following chart (p. 11) provides a summary of the discussions at these meetings with industry and industry association representatives. The findings are not necessarily presented in priority order and were not the only method used to complete chart 3.2. (Refer to sources listed below).

The check marks in the right hand columns of the chart identify the location(s) where the sector-related information was discussed or highlighted as a training need. In the right hand columns are Provincial, Moose Jaw, Regina, Prince Albert, and Saskatoon. Some sector discussions focused on provincial or the four SIAST campus cities' training needs and this information is identified in the provincial column. The results are organized by sectors and topic areas. Employment projections, obtained from the Saskatchewan Economic Demand (SED) Forecast 2001, are included in the chart.

**Sources:**

- SIAST Planning, Research and Development, Saskatchewan Urban Training Needs Assessment Report 2001, June 2001
- SIAST and industry training needs consultations, held March 2002, in Saskatoon, Regina, Moose Jaw and Prince Albert
- PSEST, HRDC, SECD, and Saskatchewan Labor, Saskatchewan Employment Demand (SED) Forecast 2001, March, 2002
- Sector Partnership Reports (Section 4.0 of this report).

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Agriculture**<br>*The agriculture sector continues to face major challenges and changes. Employment in this sector is predicted to decline by 14.5 % by 2005. Other jurisdictions across Canada face similar problems, however, the impact is greater for Saskatchewan because its agricultural industry accounts for a greater share of provincial employment (SED, March 2002).* | | | | | | |
| ▪ There is a need for transitional training for farmers, helping them identify and enhance the many transferable skills they have into a package that is marketable for business and industry. Many farm producers want to diversify, but don't have the skills<br>▪ Need courses on "application of technologies," "financial analysis," "partnering," "principles of adult education," and "agriculture today"<br>▪ Include agrologists when planning training programs<br>▪ Farmers need to learn how to operate heavy equipment and machinery | ▪ Review of SIAST agriculture training was completed and program offerings will be adjusted to reflect needs | X | X | | | |
| ▪ Requests for training in landscaping occurring more frequently | | | | | X | |
| ▪ Need for succession-planning education for farmers | | | | X | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Possible expansion of agroforestry may lead to greater training demands | | | | | X | |
| ▪ Growing need for employees in feedlots | | | X | | | |
| ▪ In the growing area of hog production, pork technicians continue to be in demand. There is a high turnover rate in this industry | ▪ Pork production technician program is offered as an apprenticeship program, using a combination of in-class delivery and hands-on, in-barn training. The program is also offered as work-based training | | X | X | | |
| **Business Services**<br>*This industry is an employment growth leader due to rapid expansion in information and technology sectors and the continued out-sourcing of many professional services by governments and large businesses. Employment is projected to increase by 4,700 individuals for a total increase of 25% over the 2000-2005 period.* | | | | | | |
| ▪ Need for the human resource certificate program to be expanded into SCN delivery for the benefit of individuals in smaller locations | ▪ Human resource certificate program is currently delivered by distance education - through both SCN and home study | X | | | | |
| ▪ Human resource planning for businesses, especially succession planning | ▪ Develop/adapt curriculum from existing programs and deliver extension courses | | | X | | |
| ▪ Customer service training in all industries continues for short-term, day seminars. This includes sales and service. This is a need that extends across all sectors | ▪ Offer extension courses and workshops<br>▪ Revise curriculum of appropriate programs | | | | X | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Courses in time management, marketing, and supervision are needed for management employees | ▪ Offer through extension programming | | X | | | |
| ▪ Crown corporations are changing hiring practices to hire some employees who have "leadership characteristics" rather than purely technical skills | ▪ Requesting that SIAST offer leadership training programs | | | X | | |
| ▪ Need for different approaches to management training in the public sector. This could become a credit program and should include courses in "strategic management," "management development," "risk management and "risk evaluation" | ▪ This could be a separate program, and should be available to employees to take in the evening or by distance delivery.<br>▪ Consider developing an executive masters of public administration program | | | X | | |
| ▪ Corrections worker program should also include these management-training courses | | | | X | | |
| ▪ International marketing, particularly in the food processing sector | ▪ Continue to offer the FITT program on demand through extension | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Information Technology**<br>*There are approximately 247 Saskatchewan information technology companies employing over 10,000 people. Over one-third of these IT companies have difficulty providing ongoing training to their employees. Growth opportunities are for multi-task resource persons and sales personnel. These occupations reflect a shift away from the more technical/programming positions.* | | | | | | |
| ▪ Training in GIS applications required | ▪ The GIS program will continue to be offered at Palliser | | | X | | |
| ▪ Incorporate computer training in all sectors | ▪ Consider incorporating computer training when programs are revised, whenever possible | X | | | | |
| **Call Centres**<br>*High growth area in Regina and Saskatoon. Seven companies are looking at re-locating offices to Saskatoon – with a potential for over 2000 jobs.* | | | | | | |
| ▪ Need to train more teleservice customer representatives. Training should include an "Internet communications" module | ▪ Extensive work-based training is occurring through JobStart/Future Skills, in both Regina and Saskatoon<br>▪ Potential for more training in 2002 | | | | X | X |
| **Hospitality and Tourism**<br>*Employment demand for this industry is expected to increase by 1,500, for a total increase of 4% over the 2000-2005 period. In the short term, the tourism industry is expected to face a downturn in the wake of the Sept. 11, 2001 crisis. However, in the long run, more cross-border tourists are expected in Saskatchewan.* | | | | | | |
| ▪ There is a need for customer service training and the ability for employees to provide tourist information | ▪ Offer extension programming in co-operation with STEC | | X | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Training in preparing specialized cuisine (e.g. - Cantonese) | | | X | | | |
| ▪ Severe provincial shortage of cooks (especially short order), front desk receptionists, food and beverage servers, housekeepers and fast food workers<br>▪ According to a 2001 survey of the hospitality industry in Moose Jaw and Regina, commercial establishments need training for existing employees in: food safety and sanitation; food and beverage service; food prep (cooking) and presentation; knowledge of kitchen equipment; table-side service; upselling techniques for restaurants; and yield management techniques<br>▪ Institutional establishments have an additional training need for purchasing techniques for food and other supplies | ▪ Food & beverage server applied certificate delivered through Quick Skills in partnership with STEC<br>▪ Short order cooking and baking program have been delivered through Quick Skills (PA & Regina)<br>▪ Front desk clerk program is available through STEC | X<br>X | X | X | X | |
| ▪ New needs in this industry include training in emergency plans and evacuation, and hazard analysis | | X | | | | |
| ▪ Severe shortage of people to recruit and train for these jobs | | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ General tourism training (ecotourism, adventure tourism)<br>▪ Greater demands for ecotourism training to be delivered throughout the province | ▪ Market the ecotourism certificate and tourism management diploma program to increase awareness of program<br>• Consider distance delivery for this program | X | | | X | |
| ▪ Casino management & staff training -150 new employees to be trained by July 1, 2002 | | | X | | | |
| **Beauty Culture**<br>*Employment demand for service industries such as barber and beauty shops is expected to increase by almost 2,400 individuals for a total increase of 10% over the five-year period.* | | | | | | |
| ▪ Emerging occupations of massage therapist, esthetician, manicurist, pedicurist | ▪ Esthetics, electrolysis, nail technology and make-up artist should be designated as trades or sub-trades | X | | | | |
| **Health Services**<br>*Expected increase in total employment to 2005 is 2,700 over the next four years to meet the projected employment total of 52,500 in 2005.* | | | | | | |
| ***Health Care*** | | | | | | |
| ▪ The needs for training in direct-patient-care occupations are of immediate concern throughout Saskatchewan. The prime areas of need are registered nurses, licensed practical nurses, home care/special care aides, and operating room technicians | ▪ Work in collaboration with the Regional Colleges and other agencies to increase outreach programs<br>▪ Career laddering opportunities should be identified for nurses – especially LPN | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ On-going need for hiring LPNs who are prepared to work in an expanded role. Training priority for DTI is health care, particularly LPN and would like diploma nurse training re-instated | | X | | | | |
| ▪ 240 EMTs required in the next three years | | X | | | | |
| ▪ Health districts cannot find psychiatric nurses to hire | | | X | | | |
| ▪ Offer upgrading, short courses for nurses transferring from acute care facilities to community health, and for immigrant nurses who are missing specific modules required to practise in Saskatchewan | ▪ Offer upgrading courses and course on medical terminology for immigrant nurses | X | | | | |
| ▪ Medical terminology courses needed by SGI claims adjusters | ▪ In response to previous requests, extension offered a 40-hour course on medical terminology<br>▪ Quick Skills offered a course entitled "claims adjuster" in Regina | | | X | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| There is a growing demand for more advanced clinical nurses across the province, but particularly in Prince Albert. The FYKE report on health care recommends there be an increase in advanced clinical nurses in the province | ▪ Increase technology-based training; offer more distance education (print, SCN and online).<br>▪ Give employees access close to home communities to update education | X | | | | |
| ***Other Health Care*** | | | | | | |
| ▪ More addiction counselors are needed with a focus on methadone abuse. Need also identified for gambling addictions training | ▪ The chemical dependency program could be offered as an online program through extension, coupled with some hands-on training on campus | X | | | | |
| ▪ Shortage of speech therapists in the province – there is no program in Saskatchewan and graduates tend not to return to work in the province. Health districts interested in SIAST offering a "speech therapy assistant program"<br>▪ In a recent SIAST survey, 76% of respondents indicated there is a need for speech language pathologist assistants, with over 55% stating that such a program should exceed 64 weeks | ▪ Initiate government-to-government agreements to work with institutions in other provinces to establish reciprocal training plans | | | X | X | |
| ▪ Occupational therapy program was recognized as a need | ▪ Initiate government-to-government agreements to work with institutions in other provinces to establish reciprocal training plans | | X | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Shortage of pharmacy technicians - health districts are constantly in competition with other regions for qualified personnel | ▪ Program increased by 8 seats in 2002 - 03 | X | | | | |
| ▪ Shortage of public health inspectors in Sask. & Canada | | X | | | | |
| ▪ There is a critical shortage of ultrasound technicians across Canada; currently hiring out-of-country trained technicians | ▪ Initiate government-to-government agreements to work with institutions in other provinces to establish reciprocal training plans (NAIT, SAIT) | X | | | | |
| ▪ Training for housekeepers in health-care facilities should include infection control, use of chemicals | | | | | X | |
| ▪ Food services managers in demand. Program may need to change the curriculum to cover the expanded role that graduates are now assuming, especially in smaller facilities (include housekeeping, laundry services) | | | | X | X | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Shortage of personnel to work in the diagnostics field – particularly medical radiation and medical laboratory (technicians and assistants), ECG and respiratory technicians. Training should include phlebotomy (drawing blood) and sterile processing. Need short courses to offer current employees | | | X | | | |
| ▪ 20 grads/year from medical laboratory technician is not enough | | | | | X | |
| ▪ More combined lab/x-ray technicians for rural areas | | X | | | | |
| ▪ Need for more health information services technician/technologists<br>▪ Distance delivery needed for this program. Also include more classes in ethics, coding classifications | ▪ Review the current capacity relative to demand and consider adjusting intake<br>▪ One year HIS program run through South East Regional College in 2001-02 and may be repeated in 2002-2003 | | | X | | X |
| ▪ Role of the dental hygienist is expanding and changing | | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Growing need for short courses to be available on a variety of topics (TLR-transfer lift, HACCP, tube feeding, special diets and OH&S) | • Consider adding these courses to current programs such as HC/SCA, cooking, food services and LPN | | | | X | |
| ▪ Refresher-training courses needed for veterinary technicians (hematology, microbiology, urinalysis, and radiology) | | | | | | X |
| **Community Services**<br>*Predictions for employment needs in this sector are similar to those in the health sector. Graduates from the corrections worker program experience more than 80% employment. The demand for graduates from social service occupations remains high.* | | | | | | |
| ▪ Youth care program should be offered in other locations as the graduates from this program tend to obtain employment in Saskatoon and area. There should be an increased emphasis on "case planning" in the curriculum. The curriculum may need more of a "corrections" focus<br>▪ SIAST needs to investigate the need to offer CPI courses instead of personal assault responsiveness training (PART) | ▪ SIAST to review curriculum and delivery | | X | X | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ "Community justice worker" training program required to teach people on reserves how to work with young offenders | ▪ SIAST reviewing need | | | | X | |
| ▪ Life skills job coaching programs | | | X | | | |
| ▪ Employment coaches needed | | | X | | | |
| ▪ Supported employment coaches needed | | | X | | | |
| **Construction and Related Occupations**<br>*Employment demand for both commercial and residential construction is projected to increase by more than 1,200 jobs, for a total increase of 5% over the five-year period 2000-2005. Need to create awareness in the high schools that the "trades" are a profession and not a second choice.* | | | | | | |
| ▪ There is a shortage of skilled journeyperson/ trades people across the province | ▪ In addition to pre-employment programs SIAST continues to provide pre-trade training in cabinet making, framing, steel-studding and drywall through Quick Skills | X | | | | |
| ▪ Need for pre-employment program in plumbing and pipefitting. Residential and commercial requirements for plumbers are the same | ▪ Woodland currently offering pre-employment programs in plumbing through Quick Skills | X | | | | |
| ▪ Investigate the need for "construction laborer" designation training program | | | X | | | |
| ▪ Industry needs "service technicians" who are trained in cross-training in several trades required by several industries | | | | | | X |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ There is a need for housing management in the North. These individuals would ideally have more than just accounting skills but also be familiar with the construction process, tendering and building codes, even simple upkeep such as how to care for a house (e.g. changing furnace filters) | ▪ Provide extension programming of courses from existing building systems operator and technician programs with Aboriginal students specifically targeted | X | | | | |
| ▪ Increased demand for steel fabricators - suggest a pre-employment welding/steel fabricator combination | | | | | | X |
| ▪ More safety training and supervisory training in the curriculum are needed for all the trades, especially in the pre-employment programs | ▪ SIAST working with Department of Labor to consider including core OH&S modules which will be incorporated into all trades programs | X | | | | |
| ▪ Automotive service industry is experiencing rapid changes with the advent of data streaming technology and computerization<br>▪ Upgrading of current employees to computerized diagnostic systems also needed<br>▪ Automotive program should be divided into "refinishing technician," and "collision technician" | | X<br><br><br><br>X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Technology** | | | | | | |
| ▪ SaskPower will require more power engineering and electrical engineering technology graduates | | X | | | | |
| ▪ Continue to offer water and waste water technician programs | | X | | | | |
| **Manufacturing**<br>*Employment is expected to increase by 5,300 individuals, for a 17% increase over the five-year period, as a result of continued diversification of the Saskatchewan economy. New projects that are expected to happen are; agriculture-related food processing and strawboard plants and more pulp and paper and sawmills due to the expansion of the forestry industry in Saskatchewan.* | | | | | | |
| **Metal/Machinery**<br>*Employment demand is projected to increase by more than 2,500 individuals, for a total increase of 12% over the 1999-2004 period.* | | | | | | |
| ▪ Need for more machinists and mechanics in all sectors | | X | | | | |
| ▪ Ambulance manufacturing industry requires training in 12-volt electricity, aluminum welding, cabinetry | | | | | | X |
| ▪ The textile industry is in need of technical training and management skills | Continue to work with industry to offer work-based training | | | | | X |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Electronics Manufacturing** | | | | | | |
| ▪ This is a rapidly growing sector in Saskatoon<br>▪ Need training in design. CAD-CAM should be included in several programs. Include packaging design, chassis design, vibration testing<br>▪ Require mechanical technologists and assemblers | • A 12-week electronics assembler apprenticeship program is being delivered by industry, through SIAST<br>• Career laddering to technician and technologist desired | | | | | X |
| **Food/Beverage Processing**<br>*Employment demand is projected to increase by more than 1000 individuals, for a total increase of 14% over the five-year period 1999-2004.* | | | | | | |
| ▪ The expansion of meat processing plants and relocation of existing plants (to Saskatoon) is expected to create new jobs in food processing, and institutional meat cutters. Suggested that retail meat cutting program be modularized and divided into "processing" "meat cutting" and "value-added" sections. Industry is prepared to seek journeyperson status for this program | ▪ Review capacities for institutional meat cutters for work-based training | | | | | X |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Employment conditions expected to improve for program graduates, especially in the rural areas<br>▪ Meat processing industry changing with new packing regulations and standards for chemical products | | X | | | | X |
| ▪ Meat cutting course needed | ▪ Investigate the nature of this need and explore offering through work-based and extension delivery | | X | | | |
| **Transportation**<br>*Transportation and Storage. Growth of 900 jobs in the truck transport industry is projected over the five-year period 2000-2005 (4% increase). With the removal of rail subsidies for grain, the shift from rail transport to truck transport is expected to continue. (SED,2002)* | | | | | | |
| ▪ Although SIAST graduates generally meet employment requirements of trucking firms, there could be more emphasis in the curriculum on professionalism, computer skills, and interpersonal skills (employability skills). Increasingly, drivers are considered to be "Canadian ambassadors" and need professional classes in their training | | | X | | | X |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ In Canada, there is currently a shortage of 20,000 drivers and in 2005 this number is predicted to increase to 40,000 qualified drivers. This shortage is due to lack of "qualified applicants." Graduates need better knowledge of the requirements of this occupation before they take the program in order to retain them in the industry. Also, SIAST should consider employability potential of applicant | | X | | | | |
| ▪ There is a need to offer upgrading classes to people with 1A licenses acquired before 1985. These people currently have to travel to Alberta to take these classes | | | X | | | |
| ▪ Urgent shortage of truck and transport mechanics and also heavy equipment mechanics – one mechanic is required for every 15 trucks | ▪ Consider expanding the pre-employment and apprenticeship programs to Regina and surrounding area. A day-release program for apprentices is preferred<br>▪ A very successful program was offered through the Regional Colleges. Students received training in courses from three trades (ag. machinery, HEO and TTMR) | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ Consider offering specialized courses such as 'tractor-trailer hauling" | | | X | | | |
| ▪ Add courses on "satellite communications," "dispatcher training," and "HR development" to truck driver training program" | | | | | | X |
| ▪ Train-the-Trainer for industry trainers | ▪ SIAST to share Train-the-Trainer manuals | | X | | | |
| ▪ The need for heavy equipment operators is especially strong in the rural areas and in the North | | | | | X | X |
| **Aviation**<br>*Currently, there is no training program in Saskatchewan for aircraft maintenance engineers (AME). The demand for these graduates remains high.* | | | | | | |
| ▪ Need for aircraft maintenance engineers (AME). The shortage is seen as urgent nationwide. Saskatoon, Prince Albert, and Moose Jaw expressed interest in housing the program | ▪ Program proposal under consideration by Saskatchewan Learning | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Logging and Forestry**<br>*Employment is projected to increase by approximately 700 individuals, for a total increase of 47% over the five-year period 2000-2005. Employment growth in this industry is expected in the North West Regional College region and in the north eastern area of Cumberland Regional College Region (around Hudson Bay). The current dispute with the United States over softwood lumber may have an impact.* | | | | | | |
| ▪ Variety of training needs, such as mill equipment operators, harvesting equipment operators, forestry technicians, etc. | ▪ Offer shorter machine-specific certificate and professional upgrading programs | | | | | X |
| **Pulp and Paper**<br>*The risks associated with this industry include the slump in global economic conditions and the current dispute with the United States over softwood lumber. The latter, which has resulted in countervailing duties being imposed on Canadian productions and exports, is having a significant negative impact on this industry.* | | | | | | |
| ▪ The immediate labor needs of the pulp and paper industry are for industrial mechanics | ▪ Because many employees cannot leave the work-site to take classroom training, internet or computer delivery would be beneficial. Training in this trade should be more portable and on-site | | | | X | |
| ▪ Instrumentation and electrical training will be an asset to employees in this industry | | | | | X | |
| ▪ Process operator certification of current employees is required | ▪ Expansion of PLAR services underway | | | | X | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| ▪ There is a need for safety programs | | | | | X | |
| **Mining**<br>*As a result of the development of the Cigar Lake and Midwest uranium projects, there will be higher mining employment levels. The level of mining activity is expected to remain strong for the next five years.* | | | | | | |
| ▪ There is a need for upgrading mining laborers to become mining professionals | ▪ Continue to provide cost-recovery programs on demand | X | | | | |
| **Oil and Gas**<br>*Employment in the oil and gas sector is projected to increase in the next five years. The exact increase will be dependent on commodity prices. The slowdown in the North American economy since Sept. 11, 2001 has resulted in reduced demand for oil and gas products. Over the long term, research and development of new technologies are crucial to maintaining and expanding the petroleum industry.* | | | | | | |
| ▪ With the expansion of investment in the oilsands at Fort McMurray, demand for miners, geologists, petroleum engineers, and related (heavy equipment operators, process operators, and heavy duty mechanics) will increase. Demand cannot be met locally and will draw on SK | ▪ SIAST developed an advanced heavy equipment operator (mining) applied certificate in response to industry request | X | | | | |
| ▪ Millwrights still needed by SaskEnergy | | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Generic Training Needs** | | | | | | |
| ▪ Day release programs for apprenticeship training | | X | | | | |
| ▪ Flexible delivery | | X | | | | |
| ▪ Modularization | | X | | | | |
| ▪ Cross-ticketing | | X | | | | |
| ▪ Sub-trades | | X | | | | |
| ▪ Interpersonal skills | | X | | | | |
| ▪ Written and oral communication skills | | X | | | | |
| ▪ Customer service skills | | X | | | | |
| ▪ Soft skill training such as common sense, and professional attitude | | X | | | | |
| ▪ Safety training | | X | | | | |

| Industry/Sector | Impact on SIAST Program Delivery | Provincial | Moose Jaw | Regina | Prince Albert | Saskatoon |
|---|---|---|---|---|---|---|
| **Marketing Needs** | | | | | | |
| ▪ Promote and inform students about the educational value of SIAST, particularly in the trades area | | X | | | | |
| ▪ Promote the trades to students in grades 6 - 8 rather than what is deemed to be a focus at the higher grade levels | | X | | | | |
| ▪ Promote the educational value of SIAST in general, comparative to university education | | X | | | | |
| ▪ Market through the guidance counselors' professional association | | X | | | | |
| ▪ Enhance the connection between secondary and post-secondary education. For example, have industry personnel visit classrooms to share their experiences | | X | | | | |
| ▪ Share the job of marketing with industry | | X | | | | |

# 4.0 Summaries of relevant studies and reports

## 4.1 Overview of sector partnership reports

The sector partnership program, an initiative of Job Start/Future Skills, is to plan and develop human resource strategies to address industry skill shortages in the province. The sector partnership program provides financial assistance to industry sectors in order to improve the province's ability to compete in external markets. Funding is provided by the province's Department of Post-Secondary Education and Skills Training (PSEST) to implement partnerships with trainers and communities for human resource planning and development of training approaches to meet industry-skilled employment needs.

The following list identifies the sector partnership groups established in the province. A list of sector partnership research reports is listed below, those that were summarized and included in the 2001-02 SUTNA report are bolded.

- *Agricultural Production Sector*
- *Apparel & Textiles Association of Sask. (ATAS), March 1998*
- *Aviation, February 2000*
- *Beauty Culture, September 2000*
- *Cattle Feeders Association*
- ***Commercial Fishing, July 2001***
- *Export Manufacturing, March 1999*
- ***Feasibility Study for Aircraft Maintenance Engineer Training in Saskatchewan, July 31, 2001***
- *Floriculture, September 2000*
- *Forestry Sector, November 1999*
- ***Information Technology, June 2001***
- *Mechanical Contractors, October 2000*
- *Plastics Sector Partnership*
- *Prairie Implement Manufacture's Association (PIMA), September 1999*
- ***Northern Sask. Environmental Industry***
- *Sask. Association of Health Organizations (SAHO), November 2000*
- *Sask. Construction Association (HEO Sector), 2000*
- *Saskatchewan Culture, 1999*
- *Sask. Fire Safety Service (U of R), January 2000*
- *Sask. Food Processor Association, August 2000*
- *Sask. Home Builders Association, July 2000*
- *Sask. Home Builders Association - Phase 2, July 2001*
- *Sask. Motion Picture Association (SMPIA), March 1999*
- ***Sask. Outfitters Association (SOA), July 2000***
- *Sask. Recording Industry Association (SRIA), 1999*
- *Sask. Tourism Education Council (STEC), 1999*
- *Trucking Sector, June 2001*
- ***Woodlot/Agroforestry Management***

### 4.1.1 Commercial fishing

The commercial fishing industry is a significant part of the northern economy of Saskatchewan, as it provides an estimated direct value of 5.2 million dollars. Commercial fishing is a primary source of income to 35 northern communities where high unemployment and related social and economic hardships are prevalent.

Workforce profile

The number of commercial fishers selling to Freshwater Fish Marketing Corporation (FFMC) over the past ten years has been fairly stable. Five hundred and forty commercial fishers sell to FFMC and there are 50 commercial fishers who do not sell to the FFMC. Eighty-two percent of the people working in this industry are of Aboriginal ancestry. Sixteen percent of the people employed in the commercial fishing industry are female and 84% are male. Forty-five percent are aged 45 years or older and less than 9% are younger than 24 years old. Sixty-seven of the workforces have some high school education.

Trends related to the industry that affect companies

- Commercial fishing has a long history of contributing to the provincial economy
- Although the employment level is difficult to assess because the industry is seasonal, the total seasonal, part-time and full-time workers is estimated at 1,570
- Of those classified as employed in the industry, over 90% would be classified as commercial fishers and helpers
- Several people hold a commercial fishing license, but do not actively fish
- A number of volunteers serve on various fishing co-operative boards and associations
- The industry's existence is threatened by fewer local processing plants, the changes in consumer demand for fish, and the prices paid to commercial fishers
- Barriers to employment include: availability of other jobs, low pay, manual labour, short fishing seasons, and gaining the necessary experience
- Employers find it difficult to find skilled and knowledgeable workers
- Word of mouth and networking through family members are the main methods of recruitment
- Not many new people are coming into this industry, especially the younger generation
- A good portion of the existing people in the industry will be in a position to retire within the next 5 - 10 years
- Opportunities exist to increase production and undertake processing

New training needs

There is a need to improve the skills and knowledge of the new employees and updating experienced fishers and plant workers in order to respond to the current demands. Specifically, training is needed in these areas: **quality control, technology, business management, maintaining records, health & safety, fishing technology, computers, equipment maintenance, and board of directors.**

Training issues

The industry has been through a number of years where no training has been made available. There is no institutional or work-based training offered and every occupation or job in this industry requires some form of training and upgrading. **On-the-job training** is the preferred delivery method of training. Training is viewed as a necessity if the commercial fishing industry is to become revitalized.

### 4.1.2 Feasibility study for aircraft maintenance engineer training

In July of 2001, McNeal & Associates Consultants Ltd. of Richmond, BC, prepared a feasibility study for aircraft maintenance engineer training in Saskatchewan for the Saskatchewan Aviation Council, Saskatchewan Post-Secondary Education and Skills Training, and Western Economic Diversification Canada.

The conclusions of the feasibility study are:

- There is a need for trained aircraft maintenance engineers (AME's) and apprentices in Saskatchewan to replace retiring AME's and match industry growth
- There is strong industry interest and support for an AME training program
- There are now 228 AME's in Saskatchewan, one of the lowest numbers in Canada
- It is expected AME's will increase their number slightly in the upcoming five years to about 250, considering retiring AME's and industry growth
- To meet the demand for future AME's, Saskatchewan will require about 75 to 100 new apprentices to start training over the next five years. The first year's graduates would not be eligible for an AME license until 2006
- There are about 22 students in the apprenticeship program at Stevenson and five taking pre-employment at SAIT
- The aviation industry and Bombardier Aerospace surveys indicate that 15 - 20 students a year could be enrolled in an AME training program if it started in 2002. This includes only M license candidates and does not include future demand for E or S licenses and industry endorsement/type course training

### 4.1.3 Information technology

The IT industry, one of Saskatchewan's fastest growing industries with an annual growth rate of more than 8% and sector earnings of $1.6 billion annually, has two main components: manufacturing and service.

Workforce profile

There are approximately 247 Saskatchewan Information Technology companies employing over 10,000 people. In addition to these employees, a number of companies have IT departments where workers provide support to essential business operations. Men occupy most of the information technology positions. Approximately 1.75% of the information technology workforce is Aboriginal, 1.2% are persons with disabilities, 4.4% are visible minority persons, and 20% are women. With the exception of men, the industry is under represented in all categories of the provincial workforce participation

average. The 25-34 age group has the most number of full-time and part-time employees. Employers recruit most of their employees from within the province and employee retention does not appear to be a concern.

Trends related to the sector

- Previous studies indicate a shortage of graduates and qualified graduates in the province
- The lack of a skilled workforce appears to not compromise business growth
- The Canadian Information Processing Society (CIPS) is the largest Canadian association that represents information technology professionals. CIPS has developed the Information Systems Professional (ISP) designation
- The Software Human Resource Council (SHRC) in co-operation with CIPS and the industry developed the *Occupational Skills Profile Model* (OSPM) to describe the skills and responsibilities associated with 24 occupational streams in the software industry
- Fifty companies indicate that they currently have vacant IT positions
- The three most common challenges in recruitment are location, salary, and training
- Companies indicate that they still recruit the majority of their employees from within the province
- As a result of the downturn in the high tech sector, some softening has occurred in employment growth expectations

Demand occupations

Opportunities for growth are in these two occupations: **multi-task resource persons and sales personnel.** These occupations reflect a shift away from the more technical/programming positions.

New training needs

Training is needed in these areas: **programming, software development, network engineers, web-based application development, computer support, and business analysis, sales, and design.**

Training issues

Over one-third of information technology companies have difficulties providing ongoing training to their employees due to lack of time, lack of resources (human & monetary), and a lack of available training in the province. Companies indicate that a combination of **in-house and external training** is the preferred method to provide employees with ongoing skill development.

### 4.1.4 Northern Saskatchewan environmental industry

The environmental industry is an emerging sector with approximately 187 small to medium companies, employing approximately 2,339 people. This sector is in constant change with new regulations and legislation due to a greater environmental awareness.

Workforce profile

The environmental industry is multi-disciplinary and highly skilled, employing: chemists, engineers, biologists, geographers, geologists, agrologists, planners, technologists, and people with backgrounds in environmental studies, business administration, health and safety, computer programming, and humanities. The majority of employees are aged 45 - 54 and as they will be nearing retirement soon, the environmental industry may be facing a future shortage of workers.

Sixty percent of Northern Saskatchewan environmental businesses have some Aboriginal participation in their company, 15% of businesses are 100% Aboriginal owned, and 40% of businesses with Aboriginal employees have a majority of Aboriginal employees. The largest number of environmental employees is in the environmental assessment (28%) and biological resources (31%) employment areas.

Trends related to the sector

- The environmental industry in Saskatchewan is expanding
- A number of businesses involved with traditional natural resources use research and development to propose solutions to local problems. These businesses include: resource management, environmental impact assessment and mitigation, conservation, waste management and recycling technologies, technology development, remediation, reclamation, aesthetics, transportation, storage, and disposal of dangerous goods; air, water, soil, and noise pollution control; and regulation, monitoring, and compliance
- Employees are needed with a wide range of skill sets due to the number of small businesses and the commercial activities of these companies
- With the expansion of environmental industry and the development of new technology, small to medium companies may have difficulties keeping up to these changes
- Small businesses have a greater need to network as the environmental industry expands
- Environmental businesses can be more influential amongst education facilities through the sharing of ideas and training funding
- Due to limited resources, small businesses are realizing the importance of forming partnerships

New training needs

Training is needed in these areas: **handling of wastes and dangerous goods, certified human resources; and in regards to ecotourism, business startup and hospitality**.

Training issues and recommendations

Most companies receive their training from universities (36%) or technical colleges (30%) or on-the-job training (89%). Training requirements necessitate the co-operation of industry and education institutions and not meeting these training requirements affects both.

Training needs are to focus on Northern and Aboriginal issues. An improvement in the qualifications of northern employees depends upon training programs offered directly in the North in co-operation with business. Some of the economic spin-offs of these training programs are an increase in the number of educated people working and staying in the North and an improvement in the quality of business in Northern Saskatchewan.

Recommendations pertinent to training include the following:

- **Aboriginal strategies:** The industry needs to develop and enhance a partnership with Aboriginal educational facilities and organizations
- **Partnerships:** Partnerships within the industry need to be improved
- **Awareness:** The educational system needs to recognize career opportunities within the environmental industry. Businesses need to become more educated on the types of training programs offered
- **Skill shortages:** Potential shortages of employees are identified in the following three management areas - waste, water, and biological resource management. Industry needs to identify the necessary skills in these areas and communicate these needs to educational institutions, which should address these priority training needs

### 4.1.5 Saskatchewan outfitters association

Outfitting, a sub-sector of the Saskatchewan tourism industry, consists of approximately 600 small owner-operator businesses with a direct income from $90 to $100 million.

Workforce profile

Outfitting relies upon strong partnerships with provincial regulatory and environment and resource management bodies. Outfitters have traditionally shown leadership and interest in the sustained management of the province's natural environment. Providing superior service and value-added products to clients in a world market (including various parts of Canada, United Sates, Mexico, Russia, and South Africa) is essential for continued success. Discussions regarding separating the wildlife management component from the business component are continuing within the Saskatchewan tourism industry.

Outfitting occurs throughout the whole province with big game and bird outfitting more common in the South and angling outfitting more prevalent in the North. An increasing number of outfitting operations are owned and/or managed by Metis or First Nations operators.

The outfitting industry provides about 1,000 person years of direct employment each year and a significant amount of indirect employment in the support service industries such as motels, restaurants, food processing, and taxidermy. One third of the northern workforce is seasonally employed by the outfitting industry. Outfitters spend approximately $32 million on employment, accommodations, food, services, supplies, and equipment.

Certification and the prior learning assessment and recognition (PLAR) project

The industry standards on outfitting in Saskatchewan, developed in the spring of 1997 by Saskatchewan Environment and Resource Management, raised the possible requirement of industry accreditation. To this end, an additional document was produced entitled *Professional Outfitting Standards*, which described eight skill and knowledge areas that competent outfitters should demonstrate. Also, this document recommended the establishment of a certification process including Prior Learning Assessment and Recognition (PLAR). In the fall of 2000, a Prior Learning Assessment and Recognition (PLAR) Model was established to form the basis for the introduction of the certification process for Saskatchewan outfitters.

Trends related to the sector

- The outfitting industry provides services to clients primarily from outside the province and its success is dependent upon the clients' overall satisfaction
- The development of industry standards along with an accreditation process will result in a positive economic impact to the tourism industry
- Failure to introduce industry standards and accreditation will result in a negative economic impact to the tourism industry
- Hunting and fishing is a competitive advantage for Saskatchewan outfitters in the global market place
- The Saskatchewan Outfitters Association, a business association with 250 members, is responsible for the development of hunting and fishing guide-training curriculum with national standards, the training of over 300 guides, and the development of assessment tools for the PLAR project
- Involvement of First Nations/Metis in the PLAR project

New training needs

Identified training needs are: **human resource planning and industry training that includes industry standards and business ethics**.

Training issues: objectives, challenges, and next steps for the PLAR project

Objectives of the PLAR project are as follows:

- Develop assessment tools to be used in the verification of skill and knowledge attainment related to the outfitting industry
- Establish a process to apply these assessment tools to certify new outfitters as part of a licensing process
- Design an implementation strategy for the PLAR process
- Enhance and strengthen an industry partnership that fosters long-term-strategic-human-resource planning and the delivery of accessible training to meet the needs of the outfitting industry

Implementation of an industry certification program and the PLAR process presents some challenges that must be addressed:

- Reluctance of some industry members to participate
- The Saskatchewan Outfitters Association does not include all outfitters in Saskatchewan
- New Entrants - the need for recognized, accessible training programs especially for new entrants

Next Steps:

- Continue to advance regulatory changes
- Create a pilot certification program
- Initiate a task force on Northern outfitting
- Identify and foster partnerships in regards to certification and training

### 4.1.6 Woodlot/agroforestry management

The harvesting and replacing of timber is valuable, renewable, and potentially a long-term, financial resource for Saskatchewan.

Workforce profile

There is one provincial woodlot association and two local agroforestry groups in Saskatchewan. The Farm Woodlot Association of Saskatchewan provides members and clients with woodlot management information and training. Parkland Agroforestry and the East Central Agroforestry Group are localized landowner groups interested in selling their timber for wood fiber. Both groups have accomplished some inventory work in order to sell their timber.

Trends related to the sector

- Private landowners in Canada hold 10% of all forested land capable of producing commercial timber
- The majority of the Canadian woodlot owners do not harvest any wood from their land and instead value their forested property for such uses as: recreational activities, creation of shelterbelts, production of non-timber products, food products, medicinal, pharmaceutical products, floral and greenery products, and craft products
- Generally, woodlot landowners are unaware of the potential economic and aesthetic opportunities that exist from their native tree stands
- Land in Northeastern Saskatchewan and elsewhere in the province that is in transition between forest and farmland can be used to produce and harvest timber in addition to traditional agricultural crops
- Expertise, including training is needed to successfully manage and market the timber and related resources on transitional land
- An opportunity group, formed by Saskatchewan Agriculture and Food, is examining the following agroforestry issues: popular propagation, colonel testing, growing trees, carbon credits, wood cellulose use, in addition to agroforestry education and technology transfer
- Saskatchewan First Nations are also involved in agroforestry preserving their traditional woodlots or planting and harvesting trees for financial gain

New training needs, training issues, and recommendations

**Woodlot landowners require on-site visit with consultant who can show them to integrate their farm operations successfully with agroforestry rather than formal training. Once on-site consultation has been completed, then training should be basic introductory training and gradually leading to credit courses. Costs for training are to reflect the progression from minimum for basic introductory courses to higher costs for credit courses.** These are the guidelines for future woodlot/agroforestry management training: once on-site consultation has been done, then training should be basic, introductory, and gradual, leading up to more formal credit-based training. Costs for training are to reflect the progression from minimum for basic introductory courses to higher costs for increasing credit.

Recommendations pertinent to training institutions include the following:

- There is a need for educational and training institutions like SIAST and the regional colleges and the universities to begin developing basic woodlot management introductory courses while simultaneously working towards developing similar content-based credit programs
- Pull together introductory courses from existing programs, such as those in Nova Scotia and British Columbia, focusing first on the native stands of trees and then into the other facets of woodlot and agroforestry management areas, such as plantations
- Explore these existing, course-delivery methods: Saskatchewan Communications Network (SCN), certificates in agriculture program (CAP), and woodlot management guide for their potential to be used as a basis for introductory woodlot and agroforestry management courses
- In-depth work is required to match existing courses available with the needs of the woodlot and agroforestry industry to determine modification (conduct a detailed task analysis)

## 4.2 Summaries of SIAST needs assessment studies

The SIAST program, planning and development department conducted the following needs assessment studies to research the potential demand for new programs or major revisions to existing programs.

### 4.2.1 Learner assessor

A needs assessment was conducted to determine the need for a **learning assessor** program. Since 1996 SIAST has been pioneering and promoting PLAR throughout the province with the most requests for PLAR coming form extension program areas. The Saskatchewan Labour Force Development Board (SLFDB) has identified the need for assessment training through its PLAR services project and its request for SIAST to be the training deliverer.

The targeted group to receive learning assessor training would be post-secondary faculty (SIAST, Regional Colleges, University), human resources officers, and industry trainers. Regulatory bodies in all sectors may also wish to access learning assessor training.

The results of the needs assessment determined that:

- If SIAST provides certified training, then there can be standardized learning assessment instruction available for all practicing PLAR professionals across the province
- Certified training would help address the "policy gaps" recently identified by the HRDC:
  - There is no uniform or standardized way of recognizing workplace learning
  - There needs to be more work done to recognize foreign credentials
  - People have skills that are not recognized
  - Transfer of post-secondary credit across the country is difficult. Most curricula are not outcome-based so it is difficult to measure learning for credit
  - There are few nationally recognized best practices, tools, and instruments for PLAR
- An increased number of certified learning assessors would make it easier to accommodate learning assessment in work-based training and in credentialling the Saskatchewan labour force
- The need for certified learning assessors is supported by the following: the University of Regina, the University of Saskatchewan, Saskatchewan Post-Secondary Education and Skills Training (SL), and the Saskatchewan Council of Human Resource Associations

Since the greatest demands for PLAR services come from the area of assessment, the development of a credit program for learning assessor will be explored by SIAST.

### 4.2.2 Internet specialist

The need for an **Internet specialist** training program was identified using both primary and secondary research. The purpose of the proposed program is to prepare students that are able to design and develop web pages, administer web sites, install and configure web servers and administer web-site security across all sectors.

The target group to receive Internet specialist training includes workers who are self-employed, contract, and full-time employees. Programmers have the greatest opportunity to find full-time employment.

Starting salaries for Internet specialists range from $15.00 - $20.00/hr up to $60.00/hr (contract work) with some employers giving bonuses on completion of the contract in accordance with the quality of the work produced.

The results of primary research (surveys and focus groups) indicated that:

- Advanced Internet services is the most important training area
- There is a need to provide the following training: web design, administering web sites, installing and configuring web servers, and administering web-site security
- The demand for qualified graduates is immediate
- Employers provide minimal on-the-job training
- Some employers have recruited new employees from outside the province
- A few companies have expressed an interest in partnering with SIAST in the development and delivery of the Internet specialist program

The results of secondary research show the **Internet** as an emerging occupation:

- *Saskatchewan Economic and Labour Market Overview 2000* lists, on page 41, these emerging occupations: multimedia, Internet, and information technology
- The *Information Technology Sector Study* lists new occupations emerging in the computer services to include: multimedia experts, web-site programmers, Internet specialists, systems architecture, implementation specialists, and technical writers
- Human Resource Development Canada (HRDC) lists the following occupations as shortage occupations (Oct.1 to Dec. 31, 2001) for the Prince Albert Area: *computer programmers and interactive media developers* and for the Regina Area: *computer engineers, computer systems analysts, and computer programmers*

### 4.2.3 Process operator

The need for **process operator applied certificates (Level 1, 2, & 3)** is identified by an industry association in two recent program advisory meetings where motions were made to accept their development. Further endorsement from industry includes the Saskatchewan Process Operators Training Network letter stating: that the existing process operator certificate program should be "broken into levels" so that the existing workers can be stepped through the program.

The main target group for these programs consists of the current employees from the processing industry (NOC 923 - Central Control and Processing Operators in Manufacturing and Processing).

Results of the needs assessment provide a rationale for process operator applied certificates (Level 1, 2, & 3):

- Current level of employment is high amongst various industries; graduates are well paid, and approximately 600 job openings are expected between 1999 and 2004
- Employment opportunities in other prairie provinces and territories will draw graduates
- Applied certificate training can be provided through distance education and PLAR will be available
- The Saskatchewan Process Industries Training Network support for the proposed program

### 4.2.4 Cytology

On Jan. 23, 2002 the program head of the SIAST medical diagnostic services programs requested SIAST's program, planning and development department to conduct a brief research study into offering a cytology program at SIAST. This request originates with industry and government concerns regarding a perceived shortage of cytotechnologists in the province.

There is a **cytology hospital-based program** located at Regina since 1992. The program is 18 months in length and open to applicants who have been certified as medical laboratory technologists. Special admission is available to those who have a baccalaureate in the human science disciplines.

A provincial cervical screening program is proposed for 2002. Total cytology positions could be increased by 10 percent; however, the program is at risk because of labour shortage.

As cytology labour market is extremely finite (there are only 23 positions in the province), program decision-makers will need to investigate the critical mass required for a successful cytology program. Possible options include purchasing curriculum from NAIT and running a SIAST program at cost recovery, unless necessary funding is provided or purchasing the required seats for Saskatchewan students within the NAIT program, subject to a cost benefit analysis for both options.

### 4.2.5 Hospitality industry survey

The institutional research office (IRO) conducted a survey in the fall of 2001 of the hospitality establishments in Moose Jaw and Regina to determine current and future hospitality training needs in these locations. The community services division wants to determine if there are any additional specific skill needs in these two locations, for both commercial and institutional establishments, that SIAST could provide.

The results of the survey indicate that:

- Short-term training at the hospitality establishments in Moose Jaw and Regina or in the evening at SIAST would be supported
- The most important specific skill-training needs are in these areas:
  - Food and/or beverage service
  - Food safety/sanitation training
  - Food preparation (cooking) and presentation
  - Knowledge in the use of kitchen equipment
- The required generic skills are:
  - Customer service
  - Interpersonal communication
  - Written and verbal communication
- Currently a low percentage of SIAST graduates from the hospitality programs have been hired in either Moose Jaw or Regina (2% and 5% respectively) in the last two years, according to the results of the annual *SIAST Graduate Employment Surveys*. These surveys also reveal that graduates tend to gain employment in the city where they took their training - mainly Saskatoon and Prince Albert.

In addition to this survey, secondary data shows:

- A well-above average rate of job openings for managers by the year 2002 according to *Saskatchewan Job Futures, 1999*
- Management occupations, including managers in food service and accommodation, are expected to be the fastest growing group (2.3% annual net employment growth) according to the *Strategic Initiatives Forecast, June 1999*
- There is a role for SIAST to offer supervisory training programs to managers in all sectors of tourism in the form of an applied certificate, providing credit towards the SIAST tourism program (hotel and restaurant administration) according to the *Sector Partnership Report: An Investment in Growth: Training Needs in Saskatchewan's Tourism Industry, STEC, 2000*
- The Saskatchewan tourism industry is investing an effective, targeted training with two new trades: food and beverage person and guest services representative
- The Saskatchewan tourism industry prefers short-term, flexible training and to address this training need SIAST plans to offer applied certificates that can prepare entry level employees in food and beverage service, including hospitality management

Recommendations are:

- That the extension education consultants work with the hospitality industry employers of Moose Jaw and Regina in order to make them aware of the types of short-term, skill training that SIAST could provide for their employees
- That short-term, skill-training courses be provided for cost-recovery delivery at either the establishments (day time or evening), or at the Wascana and Palliser SIAST Campuses in the evening

### 4.2.6 Helpdesk/network operations

A needs assessment was conducted to determine the need for a **helpdesk/network operations** program for individuals in Prince Albert and area to become trained in three computer operations: computer applications, helpdesk operations, and network operations.

During the academic year 2000-01, SIAST terminated the computer system support (CSS) certificate program offered at Woodland Campus. With the closure of the CSS program, there were concerns about possible gaps in computer training in Prince Albert and area.

The following sources support the need for specialized computer training in Prince Albert and area:

- The *Saskatchewan IT Sector Partnership Report (June 2001)* acknowledges the shortage of training for entry-level employees, despite the downturn in the high tech sector
- Local industry representatives indicate the need for computer training and express a desire for multiple training paths (March 2001)
- Local industry representatives endorse the helpdesk/network operations proposed program model (April 2001)
- Local industry representatives prioritize and validate the courses and outcomes for basic computer applications (May 2001)
- The SIAST Business Plan 2001-06 includes plans and a budget for the new computer program at Woodland Campus for the academic year 2001-02

A 12-week applied certificate in basic computer applications enrolled students in January 2002.

Nine local industry representatives met to validate the proposed courses and learning outcomes for the second and third applied certificate, helpdesk operations, and network operations on Oct. 10, 2001. Five industry representatives who were unable to attend the meeting reviewed the proposed courses and learning outcomes and mailed or faxed their suggestions to SIAST.

Program delivery will be traditional, including lectures and hands-on lab time for students on campus. Other forms of delivery may be used for off-campus programming. Upon completion of the helpdesk/network operations program, students will be more prepared to take advanced computer training that may lead to external certifications and licensing.

### 4.2.7 Pharmacy technician program expansion

The program, planning and development department was asked to complete a needs assessment to determine if the capacity of the **pharmacy technician** program should be increased from 16 to 24 seats. In the summer of 2001, a phone/fax survey was administered to known and potential employers of pharmacy technician graduates with a response rate of 81%. Secondary research had previously been conducted in the 2000-01 academic year. The primary and secondary research conducted, strongly supported the pharmacy technician program expansion proposal.

The results of the needs assessment determined that:

- Students have high graduation rates and high graduate employment rates
- Community-based pharmacies are forecasting greater growth than the hospital-based pharmacies
- Thirty percent of respondents indicated they were having difficulty recruiting pharmacy technicians. This number was not significantly different between hospital and community pharmacies
- Primary research with employers indicates strong potential job growth over the next five years. Growth through new jobs is 53 to 128 FTE and growth through attrition and retirement is 44.5 to 73.5 FTE for a total potential demand of 97.5 to 201.5 graduates over this same time period
- Secondary research indicates a need for an increased number of pharmacy technicians due to a shortage of pharmacists, the expanding role of pharmacy technicians, and the increased health needs of the population

Both primary and secondary research show an increase of eight seats (16 seats increased to 24 seats) would help to meet current and projected labour market demand. The enrollment should be kept at 24 seats for succeeding years, with the demand monitored in order to assess any further enrollment adjustments. This increase will take effect in 2002-03.

### 4.2.8 Youth care worker

This needs assessment was conducted by the community services division in February 2002. An information session was held in Regina on Feb. 19, 2002 - attended by 73 people, including four employers.

Results of the information session revealed that:

- Forty-one people expressed their interest in a youth care worker full-time, day program
- Over the last three years, most evening students enrolled in the youth care worker certificate program have expressed interest in a full-time, day program
- There have been numerous telephone inquiries from local part-time, youth-care-worker employees (with no access to evening programming) regarding a youth care worker, full-time, day program
- There is interest from potential students in a youth care worker, full-time, day program so that they do not have to re-locate to Saskatoon to attend Kelsey Campus
- A youth care worker, full-time, day program is student loan eligible
- There have been local employers' inquiries regarding a youth care worker, full-time, day program
- Results of interviews with employers of ten local agencies that typically hire youth care workers reveal that of the 54 people hired in the past year, 17 were SIAST youth care worker certificate graduates. These Regina area agencies anticipate hiring approximately 54 people per year, for the coming years
- All 13 youth care workers who have graduated from the SIAST Wascana Campus extension program during the past three academic years are currently working in the youth-care-worker field
- A youth care worker, full-time, day program is in keeping with SIAST's policy to enhance higher education and employment equity opportunities for Aboriginal people, thus providing a choice for higher than minimum wage entry-level employment (entry-level wages range from $9.00 to $15.41 per hour)

### 4.2.9 Building systems preparatory fourth class

At the request of the technology division, a needs assessment was done in the fall of 2001 by program, planning and development.

Secondary research included a letter of support from the Saskatchewan Municipal Affairs, Culture and Housing, Protection and Emergency Services Branch (Sept. 26, 2000). Also, an analysis of appropriate Internet documentation, Human Resources Development Canada (HRDC) data, *SIAST Graduate Employment Statistics Reports, SIAST Five-Year Summary*, and the *SIAST Wascana Campus Registrar's Report* (Nov. 1, 2001).

Primary research included surveys developed and administered in person to 14 students in the building systems technician (BST) program at SIAST Wascana Campus and surveys developed and administered by phone/fax to 23 Saskatchewan employers or potential employers of BST graduates. Also, a letter was sent out to all 12 BST advisory committee members requesting feedback on the need for additional Class IV power engineering training.

The needs assessment suggested that:

- The implementation of the fourth-class power engineering curriculum by adding four stand-alone courses to the existing building systems technician program
- The four stand-alone courses can be taken by students who have successfully completed the building systems technician certificate program and have received their fifth-class and refrigeration engineers certificates
- The proposed implementation of the fourth-class power engineering curriculum has been approved by the Provincial Board of Boilers and Pressure Vessels, the governing body of the province
- Former graduates who have their building systems technician certificate and refrigeration engineers certificate would be eligible to complete the fourth-class requirements and thereby qualify to write the provincial exam
- An additional boiler has been obtained and installed for students to acquire practical experience
- If, and when, the building systems preparatory fourth class credit program is available, students will be able to work in buildings that have high pressure steam and require a fourth-class steam ticket
- The preparatory fourth-class program will fit in within the existing building systems technician program and the current 24-seat budgeted capacity. This has been approved for delivery, October 2002.

### 4.2.10 Speech pathology

The OTA/PTA program asked the internal research office (IRO) to do a needs assessment to determine the need for **speech language pathology (SLP) assistant** training in Saskatchewan.

In February 2002, 149 professionals and managers working in the speech language pathology field were surveyed by telephone. Of those surveyed, 43 were managers or directors of SLP programs who make staffing decisions.

Survey results determined that:

- Seventy-nine percent of respondents believe there is a role for SLP assistants in the workplace
- Forty-nine percent of respondents are currently employed or are working with assistants/support personnel, of these personnel at least 73% have no formal SPL assistant training
- Eighty-nine percent of manager/director respondents would hire trained SLP assistants, if they had the opportunity
- A slight majority of respondents (55%) prefer a SLP training program to be approximately 64 weeks in length
- The majority of respondents prefer 32 weeks of training for occupation therapist assistants/physical therapist assistants

### 4.2.11 Review of SIAST agriculture programs

The review clearly identified the following trends in the province's agriculture industry:

- fewer but larger farming units
- increased diversification and value-added activities
- Increased livestock production
- greater need for business skills including marketing, knowledge of international trade, business planning, accounting and risk management
- greater participation from the Aboriginal community
- greater emphasis on food safety and identity preservation
- potential for fewer government regulations
- pressing need for more tailored, specialized, short training programs

In response to these trends, three key recommendations have been formulated through the review of SIAST's agriculture programming:

- SIAST will establish an agriculture program advisory committee. The counsel and advice of this newly formed body and the participation from industry are deemed essential to ensuring the quality, relevance and currency of programming
- SIAST's traditional programs of agriculture production, farm mechanics, and farm business management will be eliminated. Certificate programs will be replaced by shorter, customized, more flexible training sessions based upon industry requirements
- The role of faculty in the agriculture division at SIAST will become one of curriculum developers, facilitators, and consultants to support the delivery of training that is flexible, client-driven, and knowledge based

## 4.3 Summaries of other reports

### 4.3.1 Saskatoon labour market

Assessment study and key implemnatation strategies, March 2002
http:\\www.saskatoonwork.com

After completing an employer needs assessment in 2000, the Saskatoon Labour Market Committee identified key issues that they thought should be examined in more detail through another employer survey to be administered by the Innovation Consulting Group.

Key Findings of the latest employer survey include:

- The number of employees covered by the survey was 45,300 or approximately 37% of the current estimate of Saskatoon's labour force of 123,600 (employed & unemployed) www.sreda.com/industry.htm
- 784 organizations responded to the employer survey, representing a response rate of 71.1% of the e-mail invitations, and 44.1% of the contacts
- There are occupational hiring difficulties in the **Saskatoon health sector** as shown by the following table:

**Occupations experiencing recruitment difficulties**

| | | | |
|---|---|---|---|
| Respiratory Therapists | Pharmacists | Neuropsychologists | Psychologists (Ph.D.) |
| Registered Nurses | Pathologists | Cardiologists | Paramedics |
| Registered Psychiatric Nurses | Physiotherapists | Psychiatrist | Sonographers |
| Licensed Practical Nurse | Occupational Therapists | Speech Language Pathologists | |
| Operating Room Technicians | Public Health Inspectors | Anesthetists | |

(**Source**: *SLMC, Saskatoon Labour Market Assessment Study and Key Implementation Strategies, March 2002.*)

- Industries with above average difficulty in hiring certain occupations are: construction (81.8%), accommodation (76.5%), transportation (74.0%), manufacturing (69.7%), trade (66.0%), and government (64.0%)
- The industries with the highest proportion of organizations affected by the movement of employees to other jurisdictions are construction (68.8%), health (50%), and communication (46%)
- 34.9% of respondents indicated that over the past year their organization has hired persons believed to be of Aboriginal ancestry
- 9.3% of respondents have attempted to hire a foreign or immigrant worker
- The adoption of the Internet as a means of recruiting employees was indicated by 17% of the respondents

- 47.5% of respondents indicated that they are currently in a growth stage, compared to 43.2% of companies in the 2000 survey
- 34.6% of respondents indicated their organization is planning to increase staff levels in the next year (2002)
- Of the respondents indicating they plan to increase staff levels in 2002, 39.1% will require recruits with technical education and 33.9% with university education
- Of the employees covered in the survey, 66% were full time and 22% part time

### 4.3.2 Local economic overview

HRCC Saskatoon area - 2002-2003, compiled by *Labour Market Information Services, Saskatoon Human Resource Centre, January 2002*

The purpose of the *Local Economic Overview - HRCC Saskatoon Area - 2002-2003* is to provide Human Resources Development Canada (HRCC) managers, staff, and community partners with a **quick reference to the social, economic, demographic, and industrial factors in the Saskatoon Human Resource Centre area.**

Key findings include:
- Canada Mortgage and Housing Corporation (CMHC) reported that building permits were down by 7% in Saskatoon CMA area in 2001 (900) as compared to 2000 (968)
- CMHC Analyst Paul Caton is anticipating that housing starts will increase to 1,000 in 2002
- Unlike Saskatchewan, in the HRCC Saskatoon area, the population increased by 2,068 people (1%) from 1998 to 2001
- Saskatoon Regional Economic Development Authority (SREDA) continues to work towards attracting outside businesses to Saskatoon and area. These businesses include potential call centres, food processors, manufacturers, and biotechnology companies

An overview of major events that have occurred in the Saskatoon area in 2001 and labour market reviews for 2002 can be found at: http://www.sk.hrdc-drhc.gc.ca/lmi/00000c.shtml.

### 4.3.3 An overview of the Saskatchewan economy and labour market

Prepared by Saskatchewan Post-Secondary Education and Skills Training & Saskatchewan Economic and Co-operative Development, September 2001.

*An Overview of the Saskatchewan Economy and Labour Market, September 2001*, report provides an overview of international, national, and provincial economic, demographic, and labour market trends. Special attention is on influences and trends which impact emerging training needs in Saskatchewan.

Key findings include:

- The Saskatchewan economy saw considerable growth in the last decade, despite the recent decline in prices of agricultural grain and oil seeds
- Saskatchewan's economy has grown every year in the past ten years with the exception of 1992
- During the last ten years, Saskatchewan's population has grown gradually due to natural increase (births minus deaths) and to decline in net rate out-migration to other provinces
- As Saskatchewan's gross domestic product (GDP) grew steadily in the 1990's, so did the labour market throughout most of these years
- Saskatchewan's workforce is now made up of people with higher levels of education and skills
- Independent research has shown that almost all employment growth (provincial and national) is attributed to employees with some post-secondary education or more
- The proportion of youth (aged 15-24) employment as a percentage of total employment has dropped from 28% in 1980 to 18% in 2000
- Over 36,000 new jobs have been created since 1992, despite a decline of close to 21,000 jobs in the agricultural sector during this past decade
- Saskatchewan's labour market is expected to generate nearly 67,000 job openings from 1999-2004, through attrition and new job creation
- **With the increase in future job openings, the growing Aboriginal population in the province has the potential to take advantage of these opportunities if education and training levels increase**

### 4.3.4 Health sector labour force and training needs assessment, SAHO, December 2000

The *Health Sector Labour Force and Training Needs Assessment* final report can be found at: http://www.saho.org//index.cfm?pageid=131. This report is the result of the research that the Saskatchewan Health Sector Partnership undertook in a survey and study of the health sector industry and its members to identify current and future human resource and training needs.

Key findings include:

- A representative workforce is an important component for Aboriginal people in the health sector
- There is a lack of understanding concerning the role unions play in recruitment, seniority, and collective agreements
- Ways to improve accessibility to education and training programs particularly for Northern and rural health districts are:
  - **Distance delivery**
  - **Combination of training in the community and in larger centres**
  - **Workplace or on-the-job training**
- Recruitment and retention of employees is a provincial-wide issue and a real barrier for Northern and rural health districts
- There is a need to promote the health sector as having well-paying and rewarding careers

- Based on research (vacancy and turnover rates and the health employer survey) these are the occupational groups needing training:
  - **Home care/special care aides**
  - **Therapists**
  - **Licensed practical nurses**
  - **Advanced practical nurses to specialize in gerontology**
  - **Nurses**
  - **X-Ray and Lab technicians (Northern and rural communities)**
- Education and training institutions need to work collaboratively to meet training demands

### 4.3.5 1999 Saskatchewan health employer survey report

Prepared by Human resources Branch, Saskatchewan Health.

The *1999 Saskatchewan Health Employer Survey Report* provides a summary of human resource information (staff supply and demand) from 53 health service occupations in the province.

Of the 1,319 surveys sent by mail to the employers of health service providers, 946 were returned and this worked out to a response rate of 72%.

Key findings include:
- The overall vacancy rate for all reported health occupations was 2.1%
- The turnover (includes resignations, retirements, and terminations) rate reported for all health occupations was 6.6%
- The average age (calculated from employers' estimates) of health service employees is approximately 40 years

### 4.3.6 Labour market study of home care/special care aides in Saskatchewan

Prepared by Saskatchewan Health and Saskatchewan Post-Secondary Education and Skills Training, January 2002.

Four separate groups were surveyed during 2001 and the key findings for each of these surveys are presented in this report. The surveys that were conducted include the employer survey, the employee survey, the training-provider survey, and the industry association survey.

An example of the methodology used in each of the surveys is found in the employer survey: 101 employers were contacted by telephone between Nov. 29 and Dec. 14, 2001.

Key findings of the *Labour Market Study of Home Care/Special Care Aides in Saskatchewan* from the employer survey include:

Employer survey re: home care aides
- An average of 71.7% of home care aides have a relevant certificate from a recognized training institute that was obtained prior to their employment
- Nineteen employers employ home care aides of Aboriginal ancestry
- Over half (55.6%) of respondents have difficulty recruiting qualified home care aides

Employer survey re: special care aides
- An average of 64.1% of special care aides have a relevant certificate from a recognized training institute that was obtained prior to their employment
- Twenty-five employers employ special care aides of Aboriginal ancestry
- Over half of the respondents (55.4%) have difficulty recruiting qualified special care aides

Employer survey re: barriers to training
- Main barriers for urban, rural, and Northern people to obtain home care/special aide training include: **cost, availability of training courses and institutions, travel, and family commitments**

### 4.3.7 Saskatchewan employment demand forecast 2001

Skills Training and Human Resources Development Canada in partnership with: Saskatchewan Economic and Co-operative Development & Saskatchewan Finance & Saskatchewan Labour, March 2002.

*The Saskatchewan Employment Demand (SED) Forecast 2001* focuses on projected changes in the province's economy over half a decade **(2000 - 2005)** by paying attention to industry and occupational employment demand.

The purpose of the *SED Forecast 2001* is to support the policy development and planning activities within the post-secondary education, training, and employment services sector and the provincial government.

Key projections for 2000 - 2005 include:
- Saskatchewan to have an average growth rate of 0.5% (total of 44,585 job opportunities)
- Economic activity to account for 29% of total job opportunities and attrition to account for the remaining 71%
- Total employment to increase by 3% (12,800 individuals) with most of the employment increases in manufacturing, business services, and mining industries
- Sixty-five percent of all job opportunities to require either management skills and/or a post-secondary education
- Job opportunities in health and social sciences, education, and government occupations as a result of attrition
- The fastest growing job opportunities to occur in the natural and applied sciences and processing, manufacturing, and utilities occupations (2.8% average growth rate per occupation)

### 4.3.8 Regional immigration statistics

1997 - 2000, prepared by Lisa Cormode, adjunct professor, University of Saskatchewan

All data in this report is taken from *Facts and Figures 2000: Immigration Overview; Facts and Figures 1999: Immigration Overview; and Facts and Figures: Statistical Overview of the Temporary Resident and Refugee Claimant Population, 1999*
For more information e-mail: lcormode@sk.sympatico.ca

### 4.3.9 Action Saskatchewan

A blueprint for 2005, facilitated by the Saskatchewan Chamber of Commerce, May 2001
http://www.actionsask.com

Known as *Action Saskatchewan Version 2*, this report by the province's Chambers is the result of two years of discussions with members of local businesses and other organizations interested in Saskatchewan's long-term economic future.

Surveys which covered the tourism, crown corporations, and transportation sectors were given to participants in a dozen town-hall meetings throughout the province and these same surveys were also posted on the Internet for the public to complete. These surveys and reports on specific sectors of the provincial economy are available at:
http://www.actionsask.com

Key findings of *Action Saskatchewan: A Blueprint for 2005* include:

- Saskatchewan has experienced both growth and decline in its economy in every decade of its history
- The 1990's was a decade of fiscal restraint and restructuring
- The challenges of the current decade include: building a growth economy, expanding the population base, and dealing with the lack of a "growth mentality or attitude"
- With the 100th anniversary of confederation approaching, Saskatchewan has significant growth and development opportunities including explosive growth potential in our agricultural sector

### 4.3.10 Human resource skills needs assessment for primary agriculture production sector

Prepared by the Saskatchewan Council for Community Development, March 2002.

The purpose of the *Human Resource Skills Needs Assessment for Primary Agriculture Production Sector* is to develop recommendations and action plan after examining gaps in the current and future skill requirements using a literature research and interview (including key industry and adult education representatives) methodology.

Key findings of the *Human Resource Skills Needs Assessment for Primary Agriculture Production Sector* include:

- A need to focus training in the agriculture industry more on "business skills development" and less on "production skills"
- Additional skill requirements for today's agribusiness manager are: marketing, finance, human resources, strategic thinking, and analytical capabilities
- Co-ordination of programming and program delivery is needed
- A connection needs to be made between agribusiness manager training and the present training programs
- There is no one program that will meet the needs of today's agribusiness manager
- A proposal for a **centre for agribusiness management training and education**, a federal/provincial partnership including existing programs

### 4.3.11 Agriculture studies

SIAST has recently conducted a review of its agriculture programs and will re-align programming to fit the needs of the province. A number of related studies used for this review provide further details. These studies that assess training needs of producers/agribusiness managers in the agriculture and food industry are:

- *Rural Adaptation Needs Assessment (Manitoba)* - to be completed April 2002
- *Saskatchewan Cattle Feeders Education and Training Needs Assessment (Saskatchewan)* - to be completed April 2002
- *Carlton Trail Regional College (Saskatchewan)* - to be completed April 2002
- *Business Skills for the Future, Workshop Report for the Federal/Provincial Sub-Committee on Identification of Business Skills for the Future (Canada)*, Oct. 18-19, 2001
- *Discussion Paper on Management Skills for the Future (Canada)*, 2001
- *AIMS - Future Mandate (Saskatchewan)*, 2001
- *Woodlot/Agroforestry Management Course Development Study (Saskatchewan)*, 2001
- *Trends in Saskatchewan Agriculture "Implications for Agricultural Training (Saskatchewan)*," 2001
- *Results of CFIB Surveys on the Shortage of Qualified Labour, (Canada)*, 2001
- *Saskatchewan Agriculture Committee on the Rural Economy-Agriculture Subcommittee Report, (Saskatchewan)*, 2001
- *Saskatchewan Agriculture Sector-Trends and Training Issues, Focus Group Report, (Saskatchewan)*, 2001
- *Action Committee on the Rural Economy (ACRE), (Saskatchewan)*, 2001
- *Needs Assessment Profile- Financial Management, (Alberta)*, 2001
- *Food Processing Sector Partnership, (Saskatchewan)*, 2000
- *Farm Labour and Wage Rate Survey 2000, (Alberta)*, 2000
- *Needs Assessment Profile-What Successful Managers Do, (Alberta)*, 2000

Invited Participants

***APPENDIX A***

## **Appendix A** - Invited Participants

### Saskatoon March 27, 2002

| Name | Organization | Attended |
|---|---|---|
| Jan Frayling | Addictions Services | |
| Ken Marks | ASL Paving | |
| Rob Slinger | Canadian Light Source | |
| Greg Balderston | City of Saskatoon | |
| Human Resources | Cogema Resources Inc. | |
| Ross Toller | Corrections Service Canada Regional Training College | |
| Nicole Nickel | Crestline Coach Ltd. | X |
| Human Resources | Custom Software Solutions | |
| Dr Kit Sarkar | Devel-Tech | |
| Kendra Kuse | DirecTel | |
| Valerie Mooney | Federated Co-op | |
| Shannon Patterson | Hitachi Canada Industries Ltd. | X |
| Linda Vindeg | Houghton Boston Printers | |
| Terry Bergen | International Road Dynamics | |
| Christine Rodych | Kelly Services Ltd. | X |
| Shawana Pape | Kindersley Transport Ltd | X |
| Jackie Johns | KPMG | |
| Human Resources | MarketLinc | |
| Judy Nagus | Mechanical Contractors Association of Saskatchewan | X |
| Murray Trapp | MicroBio RhizoGen Corp | |
| John Povhe | Mineral Sector Steering Committee | |
| Marv LeNabat | Mitchell's Gourmet Foods | |
| Bob Livingston | National Refrigeration and Heating | |
| Wendy Featherstone | Northern Resource Trucking | |
| Al Felix | Nu-Fab Building Products Ltd. | |
| John Gray | Parts & Service Managers Association c/o Acura | |
| Shirley Ryan | North Saskatoon Business Association | |
| John Cross | Philom Bios | |
| Richard Schrivener | Polar Refrigeration Service | |
| Human Resources | Potash Corp of Saskatchewan | |
| Human Resources | Prairie Machine & Parts | |
| Bruce Hoggard | Provincial Exporters Association | |
| Dale Mack | Redhead Equipment Mack Division | |

| Name | Organization | Attended |
|---|---|---|
| Jamie Briltz | Saskatchewan Applied Science Technologists and Technicians | Written submission |
| Tom Bissonette | Saskatchewan Association of Automotive Repairers C/o Parr Auto Body | X |
| MargaretTopping | Saskatchewan Association of Architects | |
| Joe Schmidt | Saskatchewan Auto Body Association C/o Nutana Carstar Collision | X |
| Michele Moroz | Saskatchewan Association of Veterinary Technologists | |
| Janet Keim | Saskatchewan Aviation Council | |
| Human Resources | Saskatchewan College of Physical Therapists | |
| Shauna Coons | Saskatchewan Early Childhood Association | |
| Dave Katz | Saskatchewan Economic and Co-operative Development | |
| Brendan Reding | Saskatchewan Economic and Co-operative Development | |
| Luanne Lashyn | Saskatchewan Food Processors Association | |
| Brian Stewart | Saskatchewan Graphic Arts Industries Association | |
| Cathy Evans | Saskatchewan Home Based Business Association | |
| Larry Erber | Saskatchewan Meat Processors Association | X |
| Human Resources | Saskatchewan Research Council | |
| Paddy Woyko | Saskatchewan Society of Occupational Therapists | |
| Rob McCammom | Sask Steel Fabricators & Erectors Association Inc. | |
| Alice Robinson | Saskatchewan Health Records Association | X |
| Carol Lumb | Saskatchewan Tourism Education Council | |
| Carolyn Zmud | Saskatchewan Veterinary Medical Association | Written submission |
| David Eckmire | Saskatoon Air Services Group | |
| Kent Smith - Windsor | Saskatoon Chamber of Commerce | |
| Les O'Shea | Saskatoon Construction Association | |
| Jo-Ann Eldstrom | Saskatoon District Health | |
| Vicki Towriss | Saskatoon District Health | |
| Human Resources | Saskatoon Hyundai | |
| Human Resources | Saskatoon Metal Manufacturing | |

| Name | Organization | Attended |
|---|---|---|
| Bob Forward | Saskatoon Parts & Service Managers Association | X |
| Pat Tremaine | Saskatchewan Physiotherapy Association | |
| Dale Botting | Saskatoon Regional Economic Development Authority | |
| Todd Brandt | Tourism Saskatoon | |
| Rebecca Elder | Saskatoon Tribal Council | |
| Greg Fofonoff | Sasknative Economic Development Corp | |
| Terry Rohrke | SED Systems Inc | |
| Virgil Nyborg | Tricom | |
| Norman Wallace | Wallace Construction | |
| Paul Labbe' | Wavecom Electronics | X |
| Peter Davis | Weldfab Ltd. | Written submission |
| Human Resources | Western Business Machines | |
| David James | Western Economic Diversification | |
| Laura Small | Women Entrepreneurs of Saskatchewan | |
| Iris Desjarlais | HRDC | X |
| Craig Schweitzer | HRDC | X |
| Bob Boklaschuk | CSCES | X |
| Lisa Wilson | DTI | X |
| Audrey Hall | SIAST Extension Education Consultant | X |
| Stephanie Thompsom | SIAST Extension Education consultant | X |
| Mic MacDonald | SIAST Extension Education consultant | X |
| Terri Thompsom | Job Start/Future Skills | X |

**Regina March 21, 2002**

| Name | Company | Attended |
|---|---|---|
| Darryl Shaffer | Adventure Printing | |
| Donna Wilkinson | Alzheimer Society of Sask. Inc | |
| John Millar | Applied Multimedia Training Centres | |
| Marilyn Pollock | Apparel & Textile Association of Sask. | |
| Sharon Chuka | Apprenticeship & Trade Certification Commission | |
| John Bergen | Bergen's Autobody & Collision Centre Ltd. | |
| Wayne Molitor | Big Horn Transport Ltd. | |
| Craig Haldorson | Brandt Industries (Turf Equipment Division) | |
| Marilyn Braun-Pollon | Canadian Federation of Independent Business | X |
| Rob Gilmore | Case Corporation | |
| Carmen Duncan | C. Duncan Construction Ltd. | |
| Wendy Sutherland | CGI Information Systems | |
| Ed Grenkie | Challenger Geomatics | X |
| Stan Behman | City of Regina | |
| Bill Moyer | College of Dental Surgeons of Saskatchewan | X |
| Human Resources | Continental Construction Ltd | |
| Karen Eisenkirch | Credit Union Central of Saskatchewan | X |
| Marsha Kirby | Danka Canada Inc. | |
| Joseph Hnatiuk | Ecotourism Society of Saskatchewan | |
| Morgan Wadsworth | Factory 53 Designs | |
| Danette Starr-Spaeth | Federation of Saskatchewan Indian Nations | X |
| Barry Marchand | Frontier Peterbilt Sales Ltd. | X |
| Sherry Sibalski | Gates & Company | |
| Human Resources | GDS & Associates Systems Ltd. | |
| Human Resources | Gilroy Homes Inc. | |
| Human Resources | Heartland Livestock | |
| Tom Mullin | Hotels Association of Saskatchewan | X |
| Robert Thompson | House of Concord | X |
| Human Resources | IBM | |
| Ron Kryzanows | IMC Kalium | |
| Dave Moscaluik | Impact Printers | |
| Ron Armstrong | IPSCO Inc. | |
| Human Resources | ISM | |

| Name | Company | Attended |
|---|---|---|
| Janice Ingham | Kelly Services | X |
| Matt Robertson | Kramer Ltd. | |
| Al Snell | Law Society of Saskatchewan | |
| Human Resources | Magna Ford Engineering | |
| Human Resources | Manpower Temporary Services | |
| Chantelle Dumontel | MDS Laboratory | |
| Reg Card | Paul Dojack Youth Centre | |
| Human Resources | PFRA Agriculture Canada | |
| Jerry Engel | Prairie Implement Manufacturers Association | |
| Malcolm Neill | Ranch Ehrlo Society | X |
| Human Resources | RCMP | |
| Ed Galenzoski | Regina Chamber of Commerce | |
| Kathie McFarland | Regina Daycare Association | |
| Human Resources | Regina Emergency Medical Services | |
| Janet Balak | Regina Health District | |
| Stephen Johnson | Regina Regional Economic Development Authority | X |
| Tim Frass | Tourism Regina | |
| Val Jakubowski | Road Builders and Heavy Construction Association of Sask. | |
| Jaime Briltz | Saskatchewan association of Applied Science Technologists and Technicians | Written submission |
| Jeff Van Iderstine | Saskatchewan Agriculture and Food | X |
| Ken Kosolofski | Saskatchewan Association of Health Organizations | |
| Ede Leeson | Saskatchewan Association of Licensed Practical Nurses | |
| Ken Engel | Saskatchewan Association of Rural Municipalities | |
| Ben Holden | Saskatchewan Auto Dealers Association | |
| Sean Quinton | Saskatchewan Call Centre Association C/o SaskEnergy | |
| Mary-Ann McFayden | Saskatchewan Chamber of Commerce | |
| Manley McLaughlin | Saskatchewan Construction Association | |
| Shanon Harrison | Saskatchewan Day Care Directors Association | |
| Dean Lefebyre | Saskatchewan Dental Hygienist Association | X |
| Bill Spring | Saskatchewan Economic & Cooperative Development | X |
| Human Resources | Saskatchewan Environment & Resource Management | |

| Name | Company | Attended |
|---|---|---|
| Elma Shoulak | Saskatchewan Gaming Corporation | |
| Gina Winkler | Saskatchewan Government Insurance | X |
| Human Resources | Saskatchewan Highways and Transportation | |
| Ken McKinley | Saskatchewan Home Builders Association Inc | |
| Bob Hornsberger | Saskatchewan Justice Corrections Division | X |
| Janis Stone | Saskatchewan Labour Force Development Board | |
| Phil Reeves | Saskatchewan Mining Association | |
| Cindy Beland | Saskatchewan Motion Picture Association | |
| Lyle Karasiuk | Saskatchewan Paramedic Association | |
| Ray Joubert | Saskatchewan Pharmaceutical Association | |
| Bud Knudtson | Saskatchewan Potash Producers Association | |
| Joy Johnson | Saskatchewan Psychiatric Nurses Association | |
| Donna Brunskill | Saskatchewan Registered Nurses Association | |
| Jean Van Nus | Saskatchewan Society of Nutrition Management | X |
| Diane Cohoon | Saskatchewan Tourism Education Council | X |
| Jim Friesen | Saskatchewan Trucking Association | |
| Darren Cronan | Saskatchewan Water and Wastewater Association | |
| Bob Hauck | Saskatchewan Wheat Pool | |
| Valerie Overend | Saskatchewan Women in Trades & Technology | |
| Robert Haynes | SaskEnergy | X |
| Marie Mann | SaskPower | X |
| Byron Pointer | SaskTel | |
| Grant Kerr | Science Applications International Corporation | |
| Doug Youle | Sherwood Co-op | |
| Human Resources | Sherwood Credit Union | |
| Human Resources | Staples Call Centre | |
| Human Resources | Sweep Rite Manufacturing | |
| Roy Anderson | Tourism Saskatchewan | |
| Betty Burton | Trans Canada Pipeline | |
| Maurice Kraemer | HRDC | X |

| Name | Company | Attended |
|---|---|---|
| Betty Fisowich | CSCES | X |
| Ingrid Alesich | SIAST Extension Education Consultant | X |
| Diane Harrison | SIAST Extension Education Consultant | X |
| Dawna Ross | SIAST Extension Education Consultant | X |
| Gerry Rupchan | SIAST Extension Education Consultant | X |
| Joan Patterson | SIAST Extension Education Consultant | X |
| Rick Gelsinger | SIAST Extension Education Consultant | X |
| JoAnne Elliot | SIAST Job Start/Future Skills | X |

**Moose Jaw March 20, 2002**

| Name | Company | Attendees |
|---|---|---|
| Tim Kletzel | Aramark Canada | |
| John Oonincx | Aztex Construction | |
| Cam Bode | Bode Implements Ltd. | |
| Art Vandale | Bombardier Aerospace | |
| Human Resources | Atco Frontec Corporation | |
| James Hendren | Saskatchewan Council of Independent Forest Industries | |
| Andy Shepherd | Chillers Brew Pub & Restaurant | |
| Ray Briggs | Agpro Grain | |
| Ray Funke | BICC Phillips Inc | |
| Lee Payne | Business Improvement District | |
| Orest Wasylyk | C & S Construction | X |
| James King | CanaDay's Apparel Ltd. | |
| Penny Greensides | Canadian Pacific Railway | |
| Brian Bowes | Cardinal Construction Co Ltd. | |
| Randy Filleul | Caribou Auto Body | |
| Mayor Al Schwinghammer | City of Moose Jaw | |
| Brian McGuigan | CTK Plastics Ltd. | |
| Marcel Doepker | Doepker Industries | |
| Lea Meili | Extendicare | |
| Jay Butler | Fifth Avenue Collection | |
| Don McCauley | Focal Point Computers | |
| Robert Ripley | Gatx Rail Canada Corp | |
| Dennis Bensen | GE Noren & Partners | |
| Larry Johnson | Guaranteed Refrigeration Service | |
| Darwyn Boucher | Heartland Agro Services Ltd. | |
| Duane Kohl | Heritage Inn | |
| Sean Mellor | Intrex OnLine Services | |
| Bevin Leipert | Leipert Financial Group | |
| Shelly Shannon | Moose Jaw - Thunder Creek Health District | X |
| Gary Hyland | Moose Jaw Arts in Motion | |
| Darryl Stay | Moose Jaw Asphalt Ltd. | |
| Valerie Budd-Pritchard | Moose Jaw Chamber of Commerce | |
| Kerry DePape | Moose Jaw Construction Association | |
| Gerry Onyskevitch | Moose Jaw Cooperative Ltd. | |
| Vicky Cullen | Moose Jaw Credit Union | |

| Name | Company | Attendees |
|---|---|---|
| Karen Krawzyk | Moose Jaw Real Estate Board | |
| James Leier | Moose Jaw Regional Economic Development Authority Inc. | |
| Walter Konopaki | Moose Jaw Sash & Door | |
| Michelle Power | Tourism Moose Jaw | |
| Chad Taylor | Moose Jaw Toyota | |
| Denise Soar | Raider Industries | |
| Wilbur Feader | Royal Bank of Canada | |
| Ron Dufresne | Saskatchewan Emergency Medical Services Assoc. | |
| John Tuchscherer | Saskatchewan Water Corp | |
| Lorne Scott | Saskatchewan Wildlife Federation | |
| Dan Maltais | Saskferco Products Inc. | |
| Doug Conn | SaskTel | |
| Greg Simpson | Simpson Seeds | |
| Diana Ireland | South Central Community Futures Development Corporation | X |
| Brian Mikuliak | Supreme Office Products Ltd. | |
| Deb Thorn | Temple Gardens Mineral Spa Inc | |
| Anne Marie Ursan | Thunder Creek Rehabilitation Association | |
| Candis Kirkpatrick | Tunnels of Moose Jaw | |
| Brian Hillmer | Westcan Bulk Transport | X |
| Tammy Logan | Western Canada Beef Packers | |
| Ken Roney | Westrum Lumber | |
| Yvette Moore | Yvette Moore Fine Art Gallery | |
| Phyllis Sinclair | HRDC | X |
| Karen Rilkoff | HRDC | X |
| Glen Nelson | CSCES | X |
| Karen Gauther | CSCES | X |
| Lizanne Know-Blakley | CSCES | X |
| Jacqueline Hunchak | DTI | X |
| Marlene Frechette | SIAST Job Start/Future Skills | X |

**Prince Albert** **March 26, 2002**

| Name | Company | Attendees |
|---|---|---|
| Human Resources | Bee Line Welding | |
| Vernon Cey | Canadian Imperial Bank of Commerce | |
| Mayor Don Cody | City of Prince Albert | |
| Human Resources | East Side Dental Centre | |
| Hilary Fallman | Mid Con Engineering | |
| Randy Bear | Northern Lights Casino | |
| Jim McLeod | Prince Albert Chamber of Commerce | |
| Bill Thorpe | Prince Albert Construction Association | |
| Dwayne Mills | Prince Albert Correctional Centre | |
| Larry Goldada | Prince Albert Grand Council | |
| Marcia Dansereau | Prince Albert Health District | X |
| Al McLean | Prince Albert Inn | |
| Wayne Phillip | Prince Albert Regional Economic Development Authority | |
| Human Resources | Ram Management | |
| Carol Udey | Saskatchewan Dietetic Association Victoria Union Hospital | X |
| Human Resources | Saskatchewan Environment and Resource Management | |
| Hal Stupkinoff | Saskatchewan Outfitters Association | |
| Glen Kessler | SaskPower | |
| Pam Helbig-Sukat | Sixth Ave Hair and Beyond | |
| Karen Sweeney | Sweeney Electric Ltd | |
| Cheryl Lavoie | Tourism Prince Albert | |
| Peter Kalyn | Weyerhaeuser Canada | |
| Wendy Cook | HRDC | X |
| Angela Leung - Wadel | HRDC | X |
| Rhonda Fecyk | CSCES | X |
| Sheri Dickie | SIAST Job Start/Future Skills | |
| Val Strom | SIAST Extension Education Consultant | X |

Invitation Letter

***APPENDIX B***

## **Appendix B:** Invitation Letter

February 8, 2002

«First_Name» «Last_Name»
«Company»
«Address»
«City» «Postal_Code»

**RE: BUSINESS AND INDUSTRY TRAINING NEEDS**

We are pleased to extend this invitation to your organization to participate in the important process of training people to suit your business and industry needs for qualified, skilled employees.

Participants will address changing or emerging training needs, based on SIAST's Saskatchewan Urban Training Needs Assessment Report 2001. Relevant sections of this report will be sent to you upon confirmation of your participation.

Join us:

DATE:
TIME:
LOCATION:

Your input is vital to determining what training courses best meet your productivity and profit goals. Confirm your attendance to Jackie by **March 8** at cates@siast.sk.ca, or call Jackie at 933-6518. If a representative of your organization is unable to attend, we welcome your written contributions by mail.

Barb Heise, Director
Skills Initiatives

Gerlinde Sarkar, Director
Planning, Research & Development

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